



# **Departmental Business Plan and Outlook**

**Building Code Compliance Office**

**Fiscal Years:  
2003-2004  
&  
2004-2005**

December 1<sup>st</sup>, 2003

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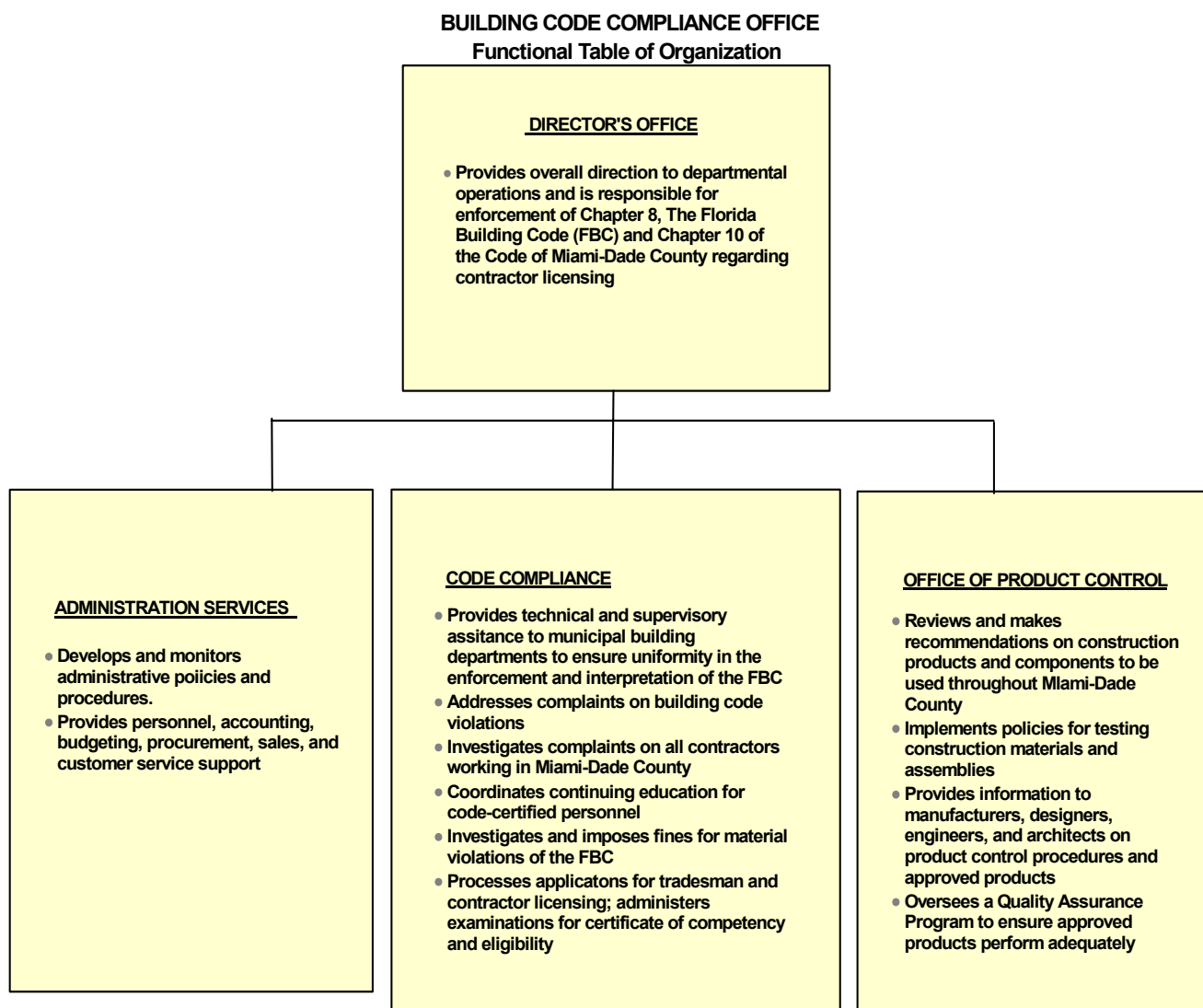
**Goals:**

- Use consistent, fair and effective means to achieve code compliance
- Create a more business-friendly environment in Miami-Dade County
- Deliver quality customer service

## **APPENDIX**

## EXECUTIVE SUMMARY

The Building Code Compliance Office is comprised of a sixty-seven member staff, which is dedicated to effective building code administration and to providing the necessary oversight in the construction industry. The Office maintains good working relationships with our customers and seeks to provide the highest levels of service within our functional areas.



### **Major Anticipated Accomplishments/Milestones for FY 03-04**

- Increase the number of field inspections per Specialist
- Increase the number of continuing education hour/workshops provided to code certified personnel
- Develop database to track continuing education for code certified personnel with future on line access.
- Develop an e-government application for the submittal of certification application
- Continue to respond to contractor complaints in a timely manner
- License 50% of those cited for unlicensed contractor activity
- Participate in the initial phase of the County's 311 rollout to begin in March
- Develop quality assurance program that is responsive to State inspection mandates and ensures that certified products are code compliant
- Continue to participate in the state legislative process to prevent the weakening of the building code.

The Building Code Compliance Office is fully committed to the foundations outlined in the County's Strategic Plan. The Departmental Business Plan incorporates the established principle values and broad themes of the County's Strategic Plan to help us guide our business services, respond to the community needs and set budgetary priorities.

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Signature  
Department Director

### **INTRODUCTION**

## **Department Purpose/Mission Statement**

The Building Code Compliance Office was created as an independent entity in 1991 to provide oversight guidance on Code related issues to all building departments in Miami-Dade County and to ensure uniformity in code administration. Some major functions of the Building Code Compliance Office include providing uniformity and consistency in interpretation and enforcement of the Florida Building Code (FBC) as well as the certification and training of code mandated personnel. The codification of local technical amendments to the FBC for Miami-Dade County is also administered through this Office, which is committed to conducting research to improve the standards of construction. The Building Code Compliance Office enforces Chapter 10 of the Code of Miami-Dade County regarding contractor licensing and enforcement and investigates construction complaints pertaining to contractor activity. The Office provides technical and administrative support to the Board of Rules and Appeals, the Construction Trades Qualifying Board, and the Unsafe Structures Board and actively disseminates information on the FBC to educate, instill, and safeguard contractors as well as the general public as a bulwark for proper code compliance.

## Department Description

The Building Code Compliance Office was created in 1991 as an independent Office to provide oversight guidance on code related issues and to ensure uniformity in code administration.

After Hurricane Andrew, the Office of Building Code Compliance guided the formulation of new ordinances that revised the South Florida Building Code in order to address several shortfalls in construction methods and in the type of materials being used. The provisions incorporated into the South Florida Building Code over the years substantially reduced the exposure of persons to danger and the loss of property due to wind and water damage. The materials used in construction met more stringent manufacturing requirements, which provided building structures with greater resistance to wind forces and impact from flying debris.

The Building Code Compliance Office continues to play a critical role in monitoring the implementation of the building codes and standards in Miami-Dade County. The Building Code Compliance Office received the 2003 National Hurricane Conference Outstanding Achievement Award in the area of *mitigation* for the incorporation of important construction standards into the first edition of the new Statewide building code. The Building Code Compliance Office continues to play a critical role in monitoring the implementation of the building codes and standards in Miami-Dade County. Recently, the Office recommended and reviewed the code cycle changes for the Florida Building Code. Through the department's efforts, Miami-Dade County was able to maintain those High Velocity Hurricane Zone code provisions, which provide necessary protections for our sensitive geographical area. The Building Code Compliance Office has also initiated a Quality Assurance Program in this fiscal year to respond to statewide changes regarding construction product approvals.

The Building Code Compliance Office is located downtown in the 140 West Flagler Building and currently provides from this site the following services:

- *Provides technical and supervisory assistance to all municipal building departments to ensure uniformity in the enforcement and interpretation of the Building Code; accompanies field inspectors to monitor and evaluate field procedures in relation to compliance with Building Code and provide field training.*
- *Addresses complaints on building code violations; directs and coordinates investigative activities in cases where the Building Code has been violated*
- *Process applications for tradesman and contractor licensing; administers examinations for certificate of competency and eligibility*
- *Investigates complaints on all contractors working in Miami-Dade County*
- *Coordinates continuing education for code certified personnel; reviews and makes recommendations on applications for certification*

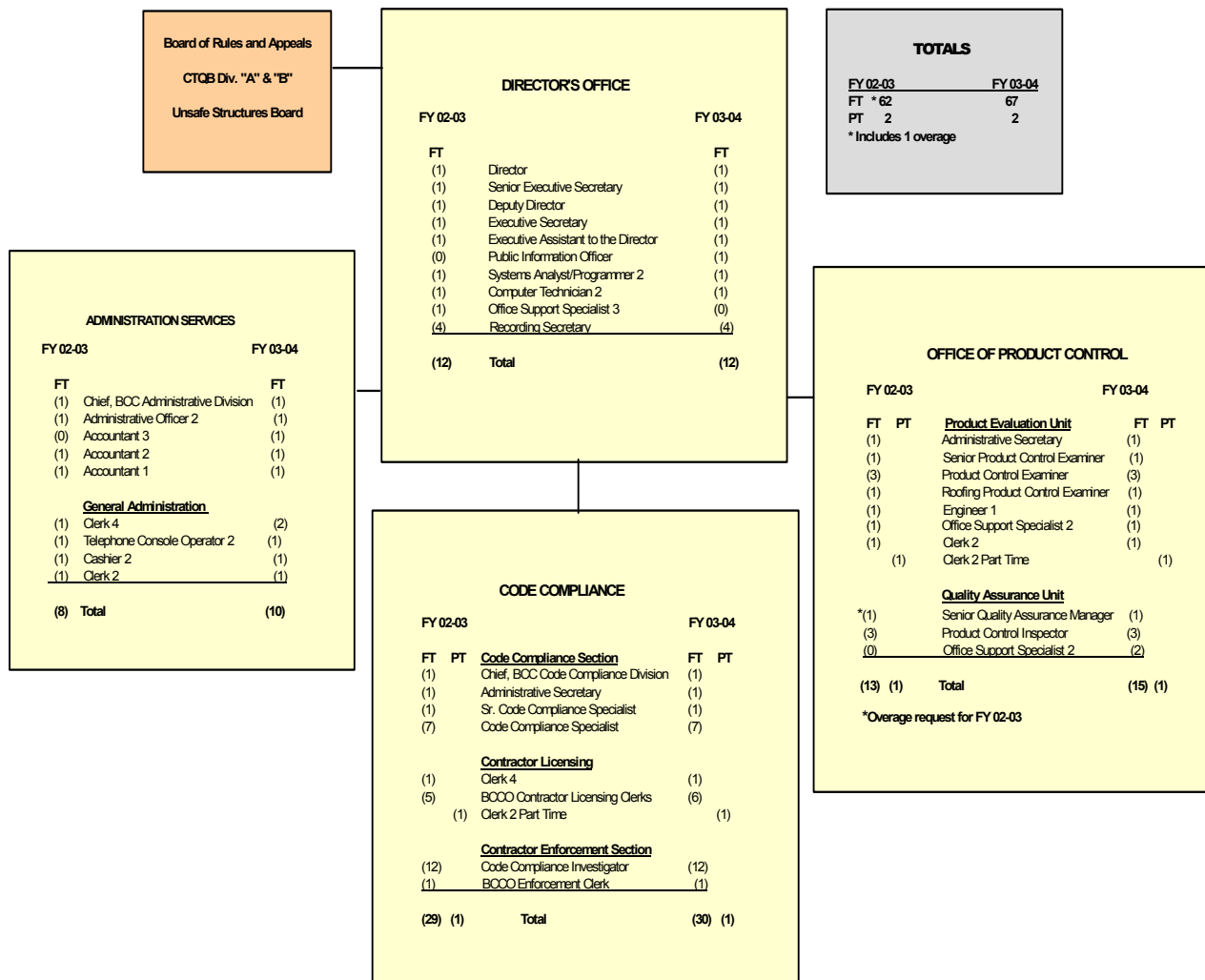
- *Reviews and makes recommendations on construction products and components to be used throughout Miami-Dade County*
- *Implements policies for testing construction materials and assemblies*
- *Provides information to manufactures, designers, engineers, and architects on product control procedures and approved products*
- *Oversees a Quality Assurance Program to ensure approved products perform adequately*

#### **Major Anticipated Services/Programs for FY 04-05**

- *Quality Assurance Audits completed for new product approvals*
- *New certification cards issued to code certified personnel, which will allow the tracking of continuing education hours, certification categories and municipality*
- *New tamper resistant licensing cards issued to new certified contractors, which will allow the tracking of continuing education hours*
- *Provide Contractor Licensing Seminars during the year*
- *Quarterly newsletter published for industry and the public*
- *Contractor Licensing database enhanced to capture relevant information in new fields*
- *Product Control database enhanced to allow for tracking of application audit inspection status*
- *Contractor licensing testing service enhanced to provide greater test frequency, accessible locations and computerized testing*

## Organization and Staffing Levels

### BUILDING CODE COMPLIANCE OFFICE STAFFING CHART



There were a total of seven positions added to the Building Code Compliance Office organizational table approved for FY 03-04. Each position was requested in order to meet several objectives outlined in the 2003-2004 Business plan. As a result of the new State mandated function to provide quality assurance, three positions were added to the Product Control Office; Senior Quality Assurance Inspector and two Office Support Specialists. Additionally, the Contractor Licensing Unit increased staffing levels with one BCC Licensing Clerk to help improve the application processing turnaround time. A Public Information Officer, in the Director's Office, will help to disseminate information regarding services and functions of the Office through the production of promotional materials and tools. An increased emphasis on fiscal responsibility, with respect to vendor payments and oversight of invoice processing, necessitated the addition of two positions in the Administrative Division. One vacant Office Support Specialist 3 in the Director's Office was deleted during the FY 03-04 budget process as a result of Countywide personnel level analysis.



## Staffing Levels

Functional Unit	FY 02-03 Budget (Prior Year)	FY 03-04 Budget (Current Year)
Director's Office	12	12
Administrative Services	8	10
Code Compliance Section	10	10
Contractor Licensing Section	6	7
Contractor Enforcement Section	13	13
Product Evaluation Unit	9	9
Quality Assurance Unit	4	6
<b>Total</b>	<b>62</b>	<b>67</b>

## Fiscal Environment

### Revenues and Expenditures by Fund

(All Dollars in Thousands)

	Prior Fiscal Year 02-03 Actual	Current Fiscal Year 03-04 Budget	Projection as of _____
<b>Revenues</b>			
Director's Office/Adm	8,255,000	5,718,000	5,718,000
Licensing & Enforce	2,058,000	1,914,000	1,914,000
Code Compliance	2,603,000	2,040,000	2,040,000
Product Control	2,433,000	2,348,000	2,348,000
<b>Total</b>	<b>15,349,000</b>	<b>12,020,000</b>	<b>12,020,000</b>
<b>Expense</b>			
Director's Office/Adm	1,574,000	5,884,000	5,884,000
Licensing & Enforce	2,852,000	2,611,600	2,611,600
Code Compliance	1,278,000	1,556,500	1,556,500
Product Control	1,444,000	1,967,900	1,967,900
<b>Total</b>	<b>7,148,000</b>	<b>12,020,000</b>	<b>12,020,000</b>

**Equity in pooled cash (for proprietary funds only)**

<b>Fund/ Subfund</b>	<b>Prior FY 02-03 Beginning Year Actual</b>	<b>Prior FY 02-03 Year-end Actual (Est.)</b>	<b>Current FY 03-04 Year- end Budget</b>
<b>GF0300034</b>	8,169,000	8,625,000	7,500,000
<b>Total</b>	8,169,000	8,625,000	7,500,000

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**Revenue/ Fee Structure Analysis**

The primary funding sources for the Building Code Compliance Office are the code compliance surcharge fee, various product control application and reviews fees, contractor licensing revenues as well as contractor citations and enforcement fees. The department's fee structure has remained the same over the past five years with the exception of control product. The Product Control fees were restructured recently in 2003-2004 to incorporate the requirements of quality assurance audits. The revenue impact of the new fee structure will be evaluated during this initial fiscal year. The Office does not provide any *in-kind* services that would impact revenue sources.

## **Business Environment**

### **Customers**

The Building Code Compliance Office customers include: *manufacturers of construction products, Building Officials and other code certified personnel, construction contractors and industry* as well as the specific segments of the general public (i.e. residents appearing before advisory boards, residents with contractor complaints etc.).

### **Regulatory Considerations**

- Florida Building Code Commission changes to the Florida Building Code, which can impact construction regulation in Miami-Dade County
- State changes to the product approval process will impact how construction products are approved for use in Miami-Dade County
- State legislative actions which impact local contractor licensing jurisdiction

### **Geographical Service Area**

The Building Code Compliance Office operates throughout the municipal and unincorporated areas of Miami-Dade County. Therefore, the incorporation and annexation process does not negatively impact the department. Additionally, the Product Control Office was designated a statewide certification and evaluation entity, which has the potential to broaden the client base.

### **Economic Impact Factors**

- The construction market remains strong and as a result the code compliance surcharge fee is reflecting positive revenue stream.

### **Competitive Threats**

- Other product evaluation entities can be authorized by the State to provide product reviews and services.
- State licensing (Department of Business and Professional Regulation) offers contractor licenses that are accepted throughout Florida.

## Critical Success Factors

In order to address many of our business plan objectives, it will be critical that the Office is able to have the appropriate staff levels in the various business units. Additionally, some of the objective outlined are not solely under the department's control, but are subject to external factors. For example, the efforts to license fifty percent (50%) of unlicensed contractors who are cited requires individuals to be willing and responsive to the benefits of licensure. Since the Office serves a primarily a regulatory function, there is a significant emphasis on compliance. *Voluntary* compliance is a goal that has been incorporated into this function, but it does provide the challenge contractor "buy in".

The Building Code Compliance Office continues to explore solutions to address the lack of adequate office space. Additional floor space is needed to accommodate the current and future growth of the department. Some hiring has been hampered by the lack of office space. However, inquiries on the status of space in the building as well as in other downtown central locations have been made, with the desire to meet these needs within the fiscal year.

## Future Outlook

The Building Code Compliance Office will continue to provide guidance and uniform enforcement of the FBC by providing the required quality service level. The Office anticipates addressing business service needs successfully through the implementation of the business plan. The business environment, which affects the functional areas of the Office, is expected to continue to provide opportunities for effective code administration. As such, the Office continues to project positive revenue flows and a strong financial position, allowing us to fiscally carry out our goals.

## THE PLAN

### Overview

Our FY 2003 – 04 business plan draws heavily on previously adopted work including the Miami-Dade County Strategic Plan. Miami-Dade County's Strategic Planning initiative is both a plan and a process. The plan provides a framework at a broad Countywide level where we want to go, how we get there, and how we measure our progress along the way. The process ensures increased communications at all levels of County government using consistent terms. These terms were incorporated in the document adopted by the Board.

- Our Countywide *Vision* communicates the community's shared vision for the best possible future for Miami-Dade County government.
- Our Countywide *Mission* statement communicates the role of our government. Miami-Dade County's mission statement is "Delivering excellent public services to address the community's needs and enhance our quality of life".
- Our *Guiding Principles* communicate to all levels of our organization the manner in which we expect all decisions, interactions and activities to be performed.
- Our *Strategic Themes* represent what we consider to be the most significant challenges and opportunities facing Miami-Dade County government.
- We have developed *Goals* across all County Departments. These goals provide the direction the County must move in to address the priority strategic themes and help guide us towards the desired future.
- For each goal we have defined a desired *Outcome* or set of outcomes that the County must achieve to be successful in accomplishing the goal. These outcomes are from the customer/community perspective (e.g. quality of service provided, customer satisfaction).
- For each outcome(s), implementing *Strategies* summarize at a broad countywide level the actions that will be taken to achieve the outcome(s).
- *Key Performance Indicators* are the measures that express the County's intentions from the Strategic Plan. Associated *Key Performance Objectives* assign measurable targets and timelines to the key performance indicators while the *Performance Measure* is the specific unit of measure. Departments may develop *Additional Performance Objectives*.
- *Department Activities, Tasks or Programs* are actions or groups of actions that will be undertaken by a particular department in a specific fiscal year in order to implement a strategy.

As part of the County's Strategic Plan, the Board of County Commissioners endorsed nine priority strategic themes countywide. The Building Code Compliance Office is primarily supportive of the following strategic themes:

- *Improve the quality of life for all County residents*
- *Protect the safety and quality of Miami-Dade County's neighborhoods*
- *Continuously improve the performance and capabilities of the County's operations by maximizing technology, fostering innovations and increasing access to information regarding services*
- *Ensure Miami-Dade County operates in a fiscally responsible and stable manner*

Supporting these themes are supporting goals and priority outcomes that directly relate to the Building Code Compliance Office. These are provided along with the Department's Tasks, Activities, and Performance Measures for fiscal year 2004.

**Department-related Strategic Plan Goals:**

- Use consistent, fair and effective means to achieve code compliance
- Empower the community by increasing communications and coordination with local, state and federal entities
- Create a more business-friendly environment in Miami-Dade County
- Deliver quality customer service **(ES-1)**

**Department-related Strategic Plan Priority Outcomes:**

- Residents and business voluntary compliance with County codes
- Consistent interpretation and application of enforcement practices
- Improved community access to information and services
- Customer-friendly environment for regulated businesses and entities doing business with Miami-Dade County

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**Goal:** *Use consistent, fair and effective means to achieve code compliance*

**Outcome1-1:** NU4-3 Consistent interpretation and application of enforcement practices

**Strategies:**

- Develop and maintain educated code compliance staff
- Ensure adequate and equitable distribution of enforcement staffing and resources
- Periodically review code regulations

**Key Performance Indicator(s)/Objective(s) (From Strategic Plan):**

80% of customers satisfied with services provided in each district (Code-certified personnel)

DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY02-03 ACTUAL	TARGETS			
		FY03-04	FY04-05		
The number of field observations per specialist per week	10	20	20	Supply hand held devices/laptops to code compliance staff that will facilitate technical guidance during field observations	Code Compliance Division Chief (Michael Goolsby)
The number of visits performed per specialist per municipality		4	5	Ensure uniformity in enforcing the adopted building code by providing technical and supervisory assistance to the 30 existing municipal building departments any additional entitites, as a result of incorporation.	
Percentage of staff receiving bi-annual training within each year		50%	50%	Identify and utilize training resources	
The number of credit hours of training per year	115	120	120	Provide Training Building Officials, Inspectors, and Industry regarding the Florida Building Code. Develop database to track continuing education hours	Deputy Director
The percentage of certification applications processed within 7days		95%	100%	Develop an e-government application for the submittal of the certification application.	
The percentage of certified products that have received		80%	90%	Develop a Quality Assurance Program that is responsive to State inspection mandates and ensures that certified products are code compliant	

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Quality Assurance Audit				Modify database for product control applications track status of applications	
				Continue to make enhancements to our existing Product Approval System on-line capabilities	

**Outcome1-2: NU4-1 Residents and business voluntary compliance with County codes**

**Strategies:**

- Provide enhanced information with warning notices to facilitate compliance with citation as well as knowledge and understanding to enhance compliance in the future
- Review and evaluate code to ensure appropriate first actions for code violation

**Key Performance Indicator(s)/Objective(s) (From Strategic Plan):**

80% of residents aware of critical knowledge factors of code compliance

DEPARTMENT PERFORMANCE OBJECTIVE(S)					
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY02-03 ACTUAL	TARGETS			
		FY03-04	FY04-05		
The percentage of unlicensed contractor who become licensed after receiving a citation	45%	50%	55%	Provide enhanced information to facilitate compliance with citation as well as knowledge and understanding to enhance future compliance. Enforce Chapter 10 of the Code of Miami-Dade and relevant Florida State Statutes as it pertains to unlicensed activity to ensure all contractors who work in Miami-Dade county are properly licensed	Code Compliance Chief (Michael Goolsby)
The percentage of unlicensed contractor activity responded to within 24 hours		75%	80%	Fill vacant investigator positions, which will increase the enforcement of unlicensed contractors  Conduct a minimum of 2 unlicensed contractor activity roadblocks per quarter  Conduct a minimum of 1 unlicensed contractor sting operation per quarter	



<b>Goal: Create a more business-friendly environment in Miami-Dade County</b>					
<b>Outcome 2-1: ED4-1 Create a more business-friendly environment for Miami-Dade County</b>					
<b>Strategies:</b> <ul style="list-style-type: none"><li>• Use technology to provide ease of access</li><li>• Review existing regulations for bottlenecks</li><li>• Provide information and benchmarks to the community regarding the performance of County regulatory processes as compared to other jurisdictions</li><li>• Facilitate entities doing business with Miami-Dade County</li><li>• Implement customer service training for County economic development agencies</li><li>• Enhance access to business development services (e.g. certification, registration, licensing, etc.) at government facilities including Team Metro offices</li></ul>					
<b>Key Performance Indicator(s)/Objective(s) (From Strategic Plan):</b> <ul style="list-style-type: none"><li>• 80% of businesses satisfied or very satisfied with the County's business processes within 2 years</li></ul>					
<b>DEPARTMENT PERFORMANCE OBJECTIVE(S)</b>					
<b>DESCRIPTION OF PERFORMANCE MEASURE</b>	<b>PERFORMANCE LEVELS</b>				
	<b>PRIOR FY02-03 ACTUAL</b>	<b>TARGETS</b>			
		<b>FY03-04</b>	<b>FY04-05</b>	<b>TASKS/ACTIVITIES/PROGRAMS</b>	<b>OWNERSHIP</b>
Percentage of applications with technical review completions within 60 days		90%	95%	Provide timely review and recommendations on construction products and components used in Miami-Dade County  Modify database for product control applications track status of applications  Continue to make enhancements to our existing Product Approval System on-line capabilities	Deputy Director
The Percentage of licensing applications submitted and reviewed in 45 days	70%	80%	85%	Provide timely review and approval of tradesman and contractor license applications  Continue to combine the business and personal application process into one process  Continue to allow licensing clerks to approve all examination retake applications submitted within 90 days of previous application  Implement new contractor licensing tracking system  Enhance the new contractor licensing database	Code Compliance Chief (Michael Goolbsy)

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				Improve customer service by continued use of the Answer Center by continued use of the Answer Center and future use of the new 311 technology	

**Goal:** *Enable County departments and their service partners to deliver quality customer service*

**Outcome 3-1:** *ES1-1 Clearly-defined performance expectations and standards (priority outcome)*

**Strategies:**

- Develop clearly-defined customer service performance standards and expectations
- Develop standardized set of customer service tools, including data collection, for Department use (e.g. develop inventory of data collection resources)
- Best practice review of data collection practices
- Conduct review of internal and external communications tools used by County
- Departments to ensure that the theme of providing excellent services is effectively promoted
- Provide in-house support to Departments to promote excellent or superb customer service

**Key Performance Indicator(s)/Objective(s) (From Strategic Plan):**

- Satisfaction ratings from service delivery departments
- Comprehension and application of customer service performance standards
- 100% of Departments with customer service performance measures and standards

DEPARTMENT PERFORMANCE OBJECTIVE(S)					
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY02-03 ACTUAL	TARGETS			
		FY03-04	FY04-05		
Percentage of invoices, excluding product approval consultant related invoices, processed within 21 days		90%	95%	Tasks/Activities/Programs  Effectively manage the department's invoice payment process in order to issue vendor payments in a timely manner  Develop database system to track receipt of invoices, status of approval process through ADPICS Accounting Module, and the date sent to Finance  Hire additional staff to review and keep track of invoices to ensure quick turnaround of invoice payments	Ownership  Administrative Division Chief (Anna Rodriguez)

**Goal:** Empower the community by increasing communications and coordination with local, state and federal entities

**Outcome4-1:** NU2-2 Improved community access to information and services

**Strategies:**

- Provide more information through the answer center and county web portal

**Key Performance Indicator(s)/Objective(s) (From Strategic Plan):**

80% residents satisfied with information delivery

DEPARTMENT PERFORMANCE OBJECTIVE(S)				TASKS/ACTIVITIES/PROGRAMS	OWNERSHIP
DESCRIPTION OF PERFORMANCE MEASURE	PERFORMANCE LEVELS				
	PRIOR FY02-03 ACTUAL	TARGETS			
		FY03-04	FY04-05		
The number of quarterly industry newsletters produced per year	2	4		Disseminate information regarding the services and functions of the Office by increasing the mediums of access and information. Hire Public Information Officer to publish industry newsletter, assist with media requests and coordinate production of general informational tools	Executive Assistant to the Director (Kathy Charles)
Increase the number of website hits per quarter from the previous quarter	3%	5%		Post information regarding Advisory Board Actions, contractor information and code compliance issues. Review and Update all information on a regular basis to maintain relevance. Develop and implement e-government applications in the contractor licensing services, code certifications and product control units.	Deputy Director